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The

# NATIONAL ASSOCIATION of CORPORATION SCHOOLS BULLETIN

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Volume VI

August, 1919

## Presidential Address of Dr. H. M. Rowe

In his presidential address to the Convention at Chicago, during the first week in June, Dr. Rowe reviewed the purposes and activities of our Association. His message contains such valuable information and so many helpful suggestions that the Executive Committee has ordered the address printed in the BULLETIN. It is worthy of a careful reading of all our members, even those who were present and heard the address given. Special attention should be given to the suggestion for future organization, future reports, an enlarged spirit of cooperation, and to making the largest use of information supplied through the executive office. The importance of organizing Local Chapters is also emphasized.

PUBLISHED BY ORDER OF THE  
EXECUTIVE COMMITTEE

# The National Association of Corporation Schools

Headquarters, 130 East 15th Street, New York City

## Objects

Corporations are realizing more and more the importance of education in the efficient management of their business. The Company school has been sufficiently tried out as a method of increasing efficiency to warrant its continuance as an industrial factor.

The National Association of Corporation Schools aims to render new corporation schools successful from the start by warning them against the pitfalls into which others have fallen and to provide a forum where corporation school officers may interchange experience. The control is vested entirely in the member corporations, thus admitting only so much of theory and extraneous activities as the corporations themselves feel will be beneficial and will return dividends on their investment in time and membership fees.

A central office is maintained where information is gathered, arranged and classified regarding every phase of industrial education. This is available to all corporations, companies, firms or individuals who now maintain or desire to institute educational courses upon becoming members of the Association.

## Functions

The functions of the Association are threefold: to develop the efficiency of the individual employee; to increase efficiency in industry; to have the courses in established educational institutions modified to meet more fully the needs of industry.

## Membership

*From the Constitution—Article III.*

SECTION 1.—Members shall be divided into three classes: Class A (Company Members), Class B (Members), Class C (Associate Members).

SECTION 2.—Class A members shall be commercial, industrial, transportation or governmental organizations, whether under corporation, firm or individual ownership, which now are or may be interested in the education of their employees. They shall be entitled, through their properly accredited representatives, to attend all meetings of the Association, to vote and to hold office.

SECTION 3.—Class B members shall be officers, managers or instructors of schools conducted by corporations that are Class A members. They shall be entitled to hold office and attend all general meetings of the Association.

SECTION 4.—Class C members shall be those not eligible for membership in Class A or Class B who are in sympathy with the objects of the Association.

## Dues

*From the Constitution—Article VII.*

SECTION 1.—The annual dues of Class A members shall be \$100.00.

SECTION 2.—The annual dues of Class B members shall be \$5.00 and the annual dues of Class C members shall be \$10.00.

SECTION 3.—All dues shall be payable in advance and shall cover the calendar year. New Class A members joining between January 1st and April 1st shall pay first year's dues of \$100.00; those joining between April 1st and July 1st shall pay nine months' dues or \$75.00; those joining between July 1st and October 1st shall pay six months' dues or \$50.00; those joining between October 1st and December 31st shall pay three months' dues or \$25.00, but for subsequent years shall pay full dues of \$100.00. Any members in arrears for three months shall be dropped by the Executive Committee unless in its judgment sufficient reasons shall exist for continuing members on the roll.

## Officers 1918-1919

### PRESIDENT

W. W. Kincaid  
The Spirella Company, Inc.

### FIRST VICE-PRESIDENT

Arthur H. Young  
The International Harvester Company

### SECOND VICE-PRESIDENT

James H. Rand  
The Rand Company

### SECRETARY

Dr. Lee Galloway  
New York University

### MANAGING DIRECTOR AND TREASURER

F. C. Henderschott  
The New York Edison Company

### EXECUTIVE COMMITTEE

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Carl S. Coler  
Westinghouse Electric & Manufacturing Company  
F. C. Henderschott  
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Mont H. Wright  
The John B. Stetson Company

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# The National Association of Corporation Schools B U L L E T I N

Published Monthly by

THE NATIONAL ASSOCIATION OF CORPORATION SCHOOLS

130 E. 15th Street, New York City

Edited by F. C. Henderschott, Managing Director

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Volume VI

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No. 8

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## LABOR'S FUTURE POSITION IN INDUSTRY

The phrase "there is going to be a new industrial world as a result of the war" has become common to all readers of the daily press. Just what has been meant, however, has remained more or less vague. Some recent events indicate what has been in the minds of at least some of the students of economics, who have given expression to the phrase quoted.

The policy of organized labor toward the shorter work day as adopted at the recent annual convention of the American Federation of Labor at Atlantic City calls for a universal 44 hour week in industry, pledges support to unions which are planning to begin a campaign for the six hour day and calls for double-time for overtime as a penalizing measure, with all efforts exerted to discourage overtime as much as possible. This action, following closely the action in Great Britain, where the miners have practically been assured a six hour day, with a strong possibility of the shorter hours being extended to other branches of industry, and a possibility of the short work week becoming general, indicates unmistakably the trend of hours in industry, at least in so far as this trend may be determined by organized labor. The action of the English Committee, which has been considering the matter, in recommending nationalizing of the coal mines, also indicates a tendency, which has been quite pronounced in the United States as the basis for war measures, but the results of governmental control and management of the wires and of the railroads in the United States have been such as to discourage further immediate effort along this line. Nevertheless, it may be safely

assumed that the issue is not settled and quite probably will be prominent in the presidential election next year. President Samuel Gompers announced that application had been made for membership in the American Federation of Labor by the Order of Railroad Conductors, the Brotherhood of Locomotive Engineers, the Brotherhood of Railroad Trainmen, and the Brotherhood of Railroad Firemen. The addition of the "Big Four" Railroad Brotherhoods would increase the membership of the American Federation of Labor by 500,000. The present membership is 2,360,000. The alliance of the railroad men with the American Federation of Labor will combine into a close union the two largest bodies of organized labor in this country and Canada. It will also bring together in one body the ablest labor leaders in the country. This group of almost four million voters would have no small influence in any political situation if brought to bear, and in this connection it is significant that one of the last resolutions adopted by the convention asked the Director General of Railroads to rescind his order forbidding railroad workers to engage in politics. The teachers of this country are also organizing and undoubtedly will affiliate with the American Federation of Labor. Here we have a series of events which promise an influence of no small measure upon the future industrial policies of the United States. It is becoming apparent to every student of economics that the day is past when an industrial institution can determine its own policies and manage its business without regard to general policies and to the welfare of the industries as a whole.

The National Association of Corporation Schools, through its Executive Committee, has foreseen this condition and has shaped the policies of the Association, in so far as we have been able to secure cooperation, to meet the new conditions. Industrial corporations must give their cooperation and their financial support to organizations which are making studies of the changing conditions and whose policies are to recognize these changes and educate the movement along sane and constructive lines. The day has past when an industry can be conducted solely for profit. Industry must serve some useful purpose to mankind in addition

to being conducted for a profit, if it is to survive. This statement is amply justified by the action of the voters in bringing about prohibition and without regard to property loss to the distillers and brewers. It is true not many industries would fall within the same class, nevertheless the action taken by the voters of the various states in ratifying national prohibition may be construed as indicating that no industry can exist purely to make a profit for those whose money is invested in that particular business. It is probable that no man or no organization of men can predict the extent of the changes which will occur and their bearing upon industrial relations as a result of the war; nevertheless anyone who cares to study the changes that are taking place and which clearly indicate the trend of industrial policies, can easily ascertain that extensive changes are in process of development and the effect of these changes will be far reaching. The relations of employers and employes undoubtedly constitutes the most important problem of the present moment. The spirit in which employers consider the claims of the workers will in a large measure determine at least the immediate prosperity and influence of our country.

### **EMPLOYERS DEFINE THEIR ATTITUDE TOWARD INDUSTRIAL CHANGES**

Gradually the new relations affecting capital and labor are taking shape. It is yet too early to even prophesy the ultimate solution of the problem, but there is encouraging recognition on behalf of capital and on behalf of labor that new and different relationships are inevitable. Of course, all employers of labor have not conceded the necessity for the new relationships, but in the main these concessions are being granted. Recently the United States Chamber of Commerce took a referendum vote covering thirteen principles of industrial relations, and the result of the referendum was in favor of the adoption of twelve of the thirteen principles submitted to vote. The one proposition failing of endorsement was the proposal for a National Employment System.

Underlying the cardinal principle that "the public interest

requires adjustment of industrial relations by peaceful methods," were those declaring "the right of workers to organize"; that "industrial harmony and prosperity will be most effectually promoted by adequate representation of the parties interested," and that "industrial relations agreements should be faithfully observed."

Other declarations approved were that wages should be "reduced only when the possibility of reduction of costs in all other directions has been exhausted," that every man is entitled to an opportunity to earn a living wage, and that "wages should be adjusted with due regard to their purchasing power."

Fixing of a basic day as a "device for increasing compensation" was held to be a "subterfuge that should be condemned."

The actions by the United States Chamber of Commerce enumerated above indicate rather clearly the trend of the mind of the employer in relation to the position of labor. One naturally turns to the American Federation of Labor for information as to policies which have the endorsement of labor. It is interesting to follow the developments of this organization, especially as these developments relate to the radical sentiment which has found more widespread expression since the signing of the Armistice than at any previous period in our country.

During the recent convention at Atlantic City it became apparent that organized labor was not in sympathy with the radicals either in or out of the American Federation of Labor. This organization also has recognized definitely and conclusively the value of education. The committee which has been considering this problem on behalf of the American Federation of Labor submitted the following:

"The committee recommends that this convention urge all State and local central bodies to make a committee on education one of their standing committees, where this has not yet been done, and to make vigorous effort to secure adequate representation of organized labor on all boards of education."

The same committee also submitted these recommendations, which are here reproduced:

"A thoroughgoing revision upward of the salary schedules

of teachers in public schools, normal schools and universities, to meet the increased cost of living.

"The liberal, ungrudging reorganization and increase of school revenues as the only means of maintaining and developing the efficiency of our public schools.

"Hearty support should be given to the increasing demand for well-considered methods of vocational guidance in our schools.

"In all courses of study, and particularly in industrial and educational courses, the privileges and obligations of intelligent citizenship must be taught vigorously and effectively; and, at least in all industrial and vocational courses an unbiased industrial history must be taught, which shall include accurate account of the organization of the workers and of the results thereof, and shall include a summary of all legislation, both State and Federal, affecting the industries taught.

"The basic language of instruction in all schools, both public and private, should be the English language, foreign languages to be taught only as subjects in the curriculum. Adequate facilities for the teaching of English to non-English-speaking people should be made.

"The establishment of complete systems of modern physical education under specially trained instructors.

"The provision of ample playground facilities as a part of the public school system.

"Continuous medical and dental inspection throughout the schools.

"Better enforcement of compulsory educational laws, and the universal establishment of a minimum school-leaving age of 16 years.

"The extension of a free textbook system to the District of Columbia and such States and communities as have not adopted it.

"Wider use of the school plant, securing increased returns to the community through additional civic, social, and educational services to both adults and children.

"The power of effective self-expression and the habits of tolerance and of intellectual fairness toward opponents cannot be formed without the discussion of topics that give opportunity for their exercise. Therefore, to enable the schools to perform one of their chief functions, preparation for active citizenship, the pupils should be encouraged to discuss under intelligent supervision current events and the problems of citizenship."

There also comes a note from abroad which should be con-



sidered in a discussion of any policy which may be adopted as the basis of future industrial progress. During the war and the reconstruction period, Mr. Bernard Baruch, of New York City, has rendered service which has gained for him universal recognition. Mr. Baruch in a recent interview gave utterance to the following opinions:

"The working people of Germany were little concerned regarding the peace treaty details. They wanted peace, and they wanted it immediately.

"There is but one program for Germany and the rest of the world—work, save, pay," Mr. Baruch went on. "Many misguided people have been trying to find some way to beat the game. It can't be done. There is no short cut to the solution of the problem that now confronts the whole world. We have all got to wake up to the fact that we are never going to have back the world that existed in 1914.

"First and foremost, we have got to wake up to the new terms on which labor must be treated. Labor never again will be satisfied with the old conditions. A proprietary share in what he produces must be given to the working man, and he has got to be taken into the management of the corporations by which he is employed. The workingman must sit on the boards of directors. These conditions are here, and must be promptly recognized. Capital, instead of hanging back and passively resisting, should run to meet the advancing conditions, or else labor may not be satisfied merely with what it is entitled to, and may demand more than its share."

### **BRINGING SCIENTIFIC METHODS INTO OUR AGRICULTURE**

An important event took place at the College of Agriculture, Cornell University, during the second week in June this year. Officially the meeting was known as "A Conference of Sales Managers" of the Fertilizer Industry.

Some years ago the International Harvester Company recognized the value of training its agents and also the farmers who used its equipment in how best to handle these farm implements. The International Harvester Company has gone further and has brought to the farmers much helpful information along the lines of scientific farming. The efforts of this

Company have now been augmented by the action of the Fertilizer Industry in the United States, which industry has recognized as good business policy the spending of time and energy in the training of the sales managers along similar lines, that is, the Fertilizer Industry has determined upon a policy of making the sales managers in the industry, in fact, experts on scientific farming. The sales managers, of course, will transmit their knowledge to all of the salesmen in the industry and cooperate with these salesmen in passing along this knowledge to the farmers.

Few people have realized all it would mean to our country if our agriculture was carried on scientifically. It costs no more to raise blooded stock than to raise scrub stock, but the difference in profits is vast. Eighty per cent of the Fertilizer Industry in this country is represented in membership in our Association, and our Association through its executive office cooperated with the Educational Committee of the Fertilizer Industry in bringing about the meeting at the College of Agriculture at Cornell University.

It may be safely assumed that the Fertilizer Industry has established its new policy as a permanent feature in management. It is difficult to predict the far-reaching effect of the educational programs of the International Harvester Company and of the Fertilizer Industry. The original sources of wealth in the United States are largely the factory and the farm. Gradually plans are maturing to eliminate the great waste which now exists in industry, a waste caused by strife, inefficient methods and improperly trained workers. Add to this program the newer movement to make our agriculture scientific, and it is easy to hazard a guess as to the magnitude of beneficial results which must follow.

#### **Employees of Eli Lilly and Company Organize an Orchestra**

Eli Lilly and Company are among the progressive industrial institutions whose employes have organized an orchestra. The music, equipment and necessary time for practice have been provided by the Company.

"Big jobs generally go to men who prove their ability to outgrow smaller jobs."

## MEETING OF EXECUTIVE COMMITTEE

Recognition Taken of the Resolution Introduced by Mr. Vinal at the Business Session During the Chicago Convention, the Text of the Resolution Being that Our Association Should Become Independent of the Support It Has Received and is Still Receiving from the New York Edison Company as Soon as Plans Can Be Devised to Increase the Association's Revenue to a Point Where Such Action Would Be Possible—Determination of the Terms of Office of Those Elected to the Executive Committee—Consideration of the Report of the Sub-Committee of which Dr. Lee Galloway is Chairman Resulted in Action Which It Is Believed Will Insure the Strongest Possible Committees and Further Action Taken to Have These Committees Work Under Most Favorable Conditions—President Kincaid Appointed Chairman of a Committee to Interest the Big Executives in the 1920 Convention Which Will Be Held in New York City.

President Kincaid presided at the meeting of the Executive Committee held in New York on July 8th. Messrs. McLeod, Van Derhoef, Coler, Park and Ashe, together with Secretary Galloway and the Managing Director and Mr. H. E. Ingram on proxy of Mr. James H. Rand, were also present.

The minutes of the June 2nd and June 6th meetings were approved.

The Treasurer's report was approved and ordered filed. This report showed a cash balance as of June 30th, 1919, of \$10,494.74.

The Managing Director presented a membership report which showed an increase of seven Class "A", four Class "B" and three Class "C" members since the meetings held in Chicago.

The following resolution, submitted by Mr. A. C. Vinal and adopted at the Chicago Convention, was presented:

I make the specific motion that it is the sense of this meeting that the Executive Committee of The National Association of Corporation Schools be requested to make plans as soon as practicable to secure independent offices for the administration work of The National Association of Corporation Schools.

Upon motion of Mr. McLeod, seconded by Mr. Ashe, this resolution was ordered spread on the minutes of the Executive Committee.

Mr. McLeod moved that a communication to Mr. Vinal on the subject of a second resolution, presented at the Chicago Convention, be placed in the hands of the President and Managing Director of the Association for appropriate action.

The Managing Director called to the attention of the Executive Committee that during the election of officers at the annual business meeting of the Association held in Chicago, May 6th, five names had been presented (one being nominated from the floor) to fill the four vacancies on the Executive Committee, and owing to the slight confusion caused by this action no mention was made of the term each nominee should serve on the Executive Committee.

After discussion the Managing Director was asked to give the result of the election according to the order of the vote.

The Managing Director then stated that Mr. K. W. Waterson had received the majority vote, Mr. C. S. Coler, Mr. George N. VanDerhoef, Mr. S. W. Ashe and Mr. A. M. Maddocks following in the order named.

Mr. McLeod then moved and Mr. Park seconded the motion, which was unanimously carried, that Messrs. Waterson, Coler and VanDerhoef be declared elected, to serve for a term of three years, and Mr. Sydney W. Ashe for a term of two years. Mr. Ashe stated this action to be in accordance with his wishes.

Mr. Ashe presented some communications and data from Mr. Harry E. Mock, of the Red Cross Institute for Crippled and Disabled Men, which, upon motion, duly seconded and carried, were referred to the Committee on Health Education, with instructions to investigate the matter and secure what information they could from the American Red Cross headquarters at Washington and report back to the Executive Committee at its September meeting.

The Managing Director presented a letter from the National Safety Council containing a request for an exchange of their Proceedings for those of The National Association of Corporation Schools. It was moved by Mr. McLeod and seconded by Mr. Ashe that this request be granted. This action was unanimous.

### **Action on Special Committee Report**

The Managing Director presented the report of the Special Committee of which Dr. Galloway was chairman and which was considered at the June 2nd meeting in Chicago and referred to the new administration. As this report deals with questions which vitally affect the future of the Association, it was regularly moved, seconded and carried that the matter be laid on the table to be considered by the Executive Committee at a meeting called specially for this purpose.

The matter of Committee Organization, which was also considered by Dr. Galloway's Committee, was then discussed, and upon motion of Mr. Henderschott, seconded by Mr. Ashe, this whole matter was referred to a Committee on Committees, the duties of which will be to organize committees for the ensuing year and write a manual of committee procedure to assist chairmen in their work.

President Kincaid appointed the following committee with the understanding that the Chairman could enlarge this committee if he found it desirable:

Dr. Lee Galloway, Chairman  
Mr. L. L. Park  
Mr. P. E. Wakefield  
Mr. Robert G. Rodkey  
Mr. F. C. Henderschott

After this committee submits its report to President Kincaid he will call together all chairmen of sub-committees in New York on September 8th for a round table discussion of their work.

Dr. Galloway suggested that at the 1920 Convention, to be held in New York City, emphasis be placed on the securing of executives at all the meetings, as the matter of employe relations is in the mind of every big executive. It was also suggested that such men as Lord Leverhulme of England and Judge E. H. Gary be secured to speak at some of the meetings.

After considerable discussion Mr. Henderschott moved that a Program Committee be appointed with President Kincaid as its chairman. This motion was seconded and unanimously carried. President Kincaid stated he would announce the names of the entire committee at a later date.

Upon motion the meeting adjourned to again convene in New York on September 9th.

### **Back Numbers of the Bulletin**

Through an error in giving instructions to the printer of our Association's Monthly BULLETIN, more copies were put away for binding beginning with the January, 1919, issue than will be required. This makes available back copies of all the issues for 1919. Such requests as had been received have been filled and additional copies will be forwarded to any of our members upon request. We cannot fill requests for copies prior to 1919 except in a few cases, but all of the 1919 issues are now available.



## **PRESIDENTIAL ADDRESS OF DR. H. M. ROWE**

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**Delivered at the Convention in Chicago and Ordered Printed and Circulated Among Our Members by the Executive Committee. President Rowe Has Made a Careful Survey of the Purposes and Activities of Our Association and Offers Valuable Suggestions as to Changes That Might Prove Desirable. He Also Suggests Methods to Which There May Be a Larger Use of the Information Now Supplied to Our Class "A" Membership.**

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The Presidential Address submitted by Dr. H. M. Rowe at the annual convention of our Association in Chicago the first week in June contains so much of value in the way of information and suggestion that the Executive Committee has ordered the address published in the *BULLETIN*, that those of our members who were not present when the Convention opened may have knowledge of the contents of the president's message.

### **President Rowe's Address**

No one engaged in administering the affairs of this Association in cooperation with its other officers even for a single year could avoid meeting with many problems that are sometimes not only quite perplexing, but that also lead to many suggestions as to ways and means of improving and bettering the work of the Association. The impression received at my first attendance at its meetings was that the magnitude of the opportunity for doing work of unequaled importance in industry was highly, but only partially, appreciated. The longer I am with the Association, the more firmly fixed is that conviction.

In view of the general publicity given to the Proceedings of the Executive Committee during the year, not even a recapitulation of its work need be made by me, with a few exceptions. The general matters of interest in connection therewith will doubtless be referred to by the Executive Secretary in his report. I shall therefore confine myself in what I have to say to suggestions that relate to the future rather than to what is past and accomplished. In offering these suggestions I feel that the members of your Executive Committee are in agreement with me that they should have your careful attention and consideration.

### **Present Organization**

1. This Association is now a purely cooperative body depending for its cohesion largely upon the sustained cooperative

interest of its members. Its income is derived entirely from the dues fixed for the various classes of members. These dues, I have observed, are very much lower than the dues of many similar organizations wherein the returns to members are in no way of equal value. Our income is very much below that which is necessary for the maintenance of the work of the organization as it should be conducted and as it is possible to conduct it. We are continually confronted with the lack of sufficient funds in working out ways and means to deliver to our membership many kinds of service for which there is a distinct demand, and which would present a splendid return for any capital that might be invested in their furtherance.

As you know, our Association was started by a few men who were inspired by the realization of the tremendous possibilities that might result from cooperative service effort. It started without money, and it has been compelled, as I have said, to limit its operations to the amount of money received from dues. The maintenance of our membership with the steady increase in its number and the multiplication of interests in the work of the Association since its beginning, always living within its means, is perhaps the most remarkable feature in the history of organizations having a similar purpose. The opportunities for the spending of larger sums of money advantageously and to the great benefit of our members have been continuous from the start.

In this connection I think I am justified in saying that if it had not been for the very generous and unselfish contributions that have come in the form of office space and clerical service, which came as a free-will offering from a single member company in whose building the executive offices are now maintained, it would have been found most difficult to accomplish the amount of work that has been done. We are heavy debtors in this respect, particularly since there has never been the slightest attempt to interfere in any way with the operations of our Association as they were conducted by its officers and Executive Committee. I am frank to say that I have at times felt that this courteous extension of opportunity to continue our work at low cost has hardly been understood as it deserves to be.

I have information in this direction that justifies me in saying that at as early a date as possible the Association should make provision for providing the expense of its operation in its own quarters wherever they may be located. Perhaps some better realization of the value of the benefits received in this di-

rection may be had when I say to you that they amount annually to more than double the salary paid to our single paid officer, measured in the form of rent, clerk hire, and all of the other expenses connected with the maintenance of a separate office; in other words, the value of the service we have received has been equal to the salary of our Executive Secretary and more than as much more.

### **Future Organization**

2. In considering ways and means to strengthen our financial status, and to extend the usefulness of our organization to meet the demands that are being made upon it, the Executive Committee has been impressed with the necessity of adopting some form of incorporation for this Association. There are many good reasons for this conclusion. One is that some such step seems to be necessary to secure a more stable basis for our existence, perhaps resting in the authority of a fixed board of trustees for the maintenance of its general policies in the management of its affairs. Certainly some form of incorporation must be adopted before we can expect any substantial support in the securing of revenues to carry on the work that is beyond our reach with our present income. I think we are all agreed that an incorporated institution creates in the public mind a certain impression of substantiability that cannot otherwise be secured, which naturally creates in the public mind a more favorable impression, and has the other effect of removing it from the class of organization that is more or less personal and individual in its character, in its management, and in its relations with those with whom it comes in contact.

I realize that differences of opinion will likely exist as to what extent financial assistance from any source outside of our membership should be accepted, no matter what form of organization may be had, but it has been very clearly demonstrated during my administration that to supply service of the kind that is wanted, nothing approaching the maximum effectiveness of our operations in rendering assistance to industry can be accomplished unless larger revenues shall be secured from some source, either by largely increasing our annual dues or accepting donations, in trust if need be, or for carrying out specific purposes and enterprises of particular importance, or of receiving general donations or endowments in trust for the general purposes of our Association. These are matters, however, that may be safely left to be worked out consistently with the policies that

shall be adopted by our Association as the opportunities for such assistance present themselves.

### Change of Name

3. We have long since outgrown the original purpose indicated in the name of the Association as it now stands. It has been discovered that the use of this name, "The National Association of Corporation Schools," has created, outside of those who have been familiar with its history, a very wrong impression, particularly in the minds of prospective members, as to its real functions and activities. The word "schools," for instance, indicates that it is an association of schools. This is true to the extent that it is an association of representatives of schools and training methods, but in recent years our activities have gone far beyond those limitations. Our field has extended until it includes representation and participation in every phase of industrial interest involving training. It has, in fact, become a society of industrialists, all members having something to do with some form of training and education in industry.

This proposed change of name should properly be considered in connection with the question of our becoming incorporated. I recommend, with the approval of the Executive Committee, these matters touching incorporation and the change of name to your very earnest and thoughtful consideration, because they are much more far-reaching in their effect and influences upon our future and in working out our destinies than might be anticipated at first thought. I also feel that prompt action should be taken upon these matters as soon as they can be thoroughly discussed and understood.

### Future Reports

4. With a reorganization upon more definite lines such as I have suggested in the preceding paragraphs, conservation of effort in definite, intensive lines of cooperative activity would seem to be the most important general objective in our future operations. It is for such purposes that substantial donations or endowments might be used, whether their purposes be general or special.

There is always some objection to receiving blanket endowments since in almost every such instance there is the fear that something that would interfere with the established purposes and plans of prior organization might develop in the



course of time, but again my answer is that should the opportunity for revenues outside of our own dues become possible, proper provision can be made for rejection of any proposition submitted in terms that would make such results possible; in other words, the mere offer of money for our purposes does not necessitate its acceptance.

### **Cooperation**

5. I dislike to say it; it is not pleasant to say it, but I am going to say with all the force that I possess, that during my administration, which has covered something over a year, owing to the absence of my predecessor in Government service, I have discovered some conditions that suggest lack of real cooperation from and between our members and the Executive forces which is absolutely necessary and imperative in organizations such as this. It is difficult to account for this in view of the extraordinary and, in many directions, the exclusive and invaluable services that have been offered and rendered to members. Some inquiry to ascertain the cause of this lack of cooperation has revealed that many of our Member Companies even at this moment have a very inadequate idea of what we are doing, and of the great benefits to which they are entitled but which have never been used or even known of. I have found that many of our published reports are not read, nor applied, nor considered in the work of a particular Member Company with respect to the various topics or subjects of special interest with which it may have had to deal. In other words, we have Member Companies who have missed entirely the real purpose and exactly the purpose for which we are organized, and from which they would receive the largest returns from their membership. Just one phase of this is illustrated by the fact that our Executive Office has many times been asked for information touching this or that matter which was fully given, discussed and explained in copies of reports or Proceedings which were and had been in the hands of those making the request for months and years previous to the time of the request.

### **How to Make the Largest Use of Information Supplied**

6. In studying the results accomplished in such training efforts as have been carried on by our Member Companies, it has seemed to me that in order to make the largest use of the assistance which this Association can render, in each Member Company conducting any sort of training or educational work



there should be placed in charge of that work some responsible person who shall occupy his position either as designated training director or as the head of a distinctive department relating to the educational purposes of that company. Such a person may be some other one than the representative of the Class "A" Member Company in this organization. This matter is so important that I venture to suggest that the appointment of such a responsible and competent head of the training department should be made a part of the contract between Class "A" members and this Association where the Member Company carries on training work.

I might give many detailed instances of the results, the unsatisfactory results which have followed a lack of the responsible representation of the interests of the Member Company in our efforts to render service and provide helpful information. As it now is, there is too much lost motion between the source of information, which is in our headquarters, and its final destination in the business concern, where the information is needed; in fact, in many instances such information and help and assistance as might be rendered with great profit never reaches anywhere or comes under the notice of anyone that has an understanding of its value and of the local information to have it reach the spot in corporate organization where its usefulness may be appreciated and understood. It must be recognized that all efforts of this Association touch upon some training problem, and for that reason every document emanating from our headquarters should go direct to a responsible individual who has knowledge of the training needs in every department of the Member Company receiving it. This individual can, in turn, after an analysis of its content, distribute it so as to bring it to the direct attention of the various members of the organization who most need it, and they, in turn, would pass it on down the line until it finally had served its full purpose and value. It does not seem to be realized by many of our members that the various publications, documents and literature of this Association are now found in every important library, and in the library of every important institution of learning in the United States; that the compilation of our deliberations during the short period of our existence has secured recognition of the most learned men of our times, and has attained to a greater degree of authority in matters discussed and determined than any other series of publications touching our field of activities that have ever been issued.

### Local Chapters

7. In this matter of making available in the largest degree the literature of the Association and the factors of educational training which are made available in this literature, and to discuss ways and means to meet the wants of a particular type of commercial or industrial concern, we think we have found the real best method and solution through the establishment of Local Chapters. It is not expected that all of our literature would be of equal importance at all points. The wants of business and the assistance desired to help meet these wants vary greatly in different localities; for instance, the reports of certain of our committees would be of little value in certain sections. Other reports would be of great value. In a neighboring city or town the value of these reports might be substantially reversed. The idea lying back of the Local Chapter is not new in business administration, and in connection with the organizations covering widely separated territories, as is shown in the annual and not infrequently the semi-annual, quarterly and monthly meetings of the representatives of different industries when they confer upon all the problems common to that particular business. The Local Chapter is an adaptation of that idea, which was first suggested by Mr. McLeod, our esteemed former president, who brought it to the attention of this body.

Of course, it has required some time to develop the possibilities of the Local Chapter to show their real value, and, in fact, nowhere has the idea yet been worked out to its full fruition. Perhaps the best illustration we have is in the work of the Pittsburgh Chapter. They are really doing wonderful things there, and they have hardly made a start. The Chicago Chapter, whose guests we are, is another example of the application of the form of utilizing our teachings in reports and our information for the best interests of local concerns.

The chapter idea has another important feature. It solves in the most practical and satisfactory way the question of extension of membership, not only Class "A" membership, but also Class "B" and Class "C" memberships. Let us give earnest and thoughtful support to the Local Chapter. Wherever two or three of common interest can be gathered together let them gather together and gather in as many more as they can; form a local chapter and go to work. They will be repaid many times in the results that can be secured.

### Some Special Efforts

I shall refer very briefly to some of the special efforts made during the last year, which, while they did not accomplish all we had hoped for, did teach some valuable lessons. One of our attempts was to work out a practical plan that would make available direct contributions of assistance to Member Companies in working out certain problems of administration and operation. That such a plan could be formulated was suggested so frequently and earnestly that finally a committee was appointed to give it consideration. The need seemed to be quite apparent, but the plan of working out such a scheme when it was attempted proved to be quite an entirely different matter. It was so difficult, in fact, that the committee reported finally that for the present at least our activities in this direction should be limited to referring to professional specialists such inquiries as were received for help of the kind they could furnish.

Another attempt that had a dual purpose was in the employment of a field representative. It was thought it would be possible to ascertain and supply the wants of Member Companies to some degree in the way of suggestions and reports of the experiences of other concerns dealing with the same problems, and at the same time additional memberships could be secured. The effort was not successful.

Still a third general proposition was taken up which had for its purpose the inauguration of a special drive to secure members. Although that had been attempted once before, with negligible success, the new suggestion was based on an entirely different plan, and it presented so many attractive features that it was thoroughly canvassed, but finally, at the last meeting of the Executive Committee, it was decided to suspend any attempt in this direction for the present because of the great expense attached, and particularly because of the conviction that was finally reached that our real increase in membership must after all come largely through the quality of the service we render to our members and to their interests, and to the advantage of our Association that will be manifested in the activities of the Local Chapters as they grow and develop. I, personally, am convinced of the correctness of this conclusion. I could not be convinced that once our work is properly understood, and the real benefits that may be derived from membership is made apparent, that there would be any lack in securing members as rapidly as we can take proper care of them.

I would like to say in this connection that in my opinion

we should relegate the question of increased membership permanently to a place of secondary importance, and that instead we should, through the membership we now have, and through the continual betterment of the service we render, so strengthen our Association in its usefulness as an essential element in commercial and industrial activities that business concerns will come to it for the help and assistance which is really not obtainable elsewhere. On the other hand, and supplementing this proposition, I most earnestly request our members to leave no opportunity pass when the value and importance of membership in our Association can be explained and emphasize to other concerns that should become members. Such an increase in membership is a substantial increase, and a desirable increase, and a permanent increase, and one that will be worth having, and that will give us a solid foundation upon which to develop the future activities of our own organization. As an illustration, the last three Class "A" members received prior to May 16 were secured by an act of cooperation on the part of two present members and the Executive Secretary. This happening has been duplicated in any number of instances; indeed, there is much in this connection that I am sure the Executive Secretary will take time to refer to in his report, which will come from him with more emphasis than from me.

### **In Conclusion**

As a last word, perhaps the most important conviction I have, growing out of my experience while acting as your president, has been the necessity for "sticking to our bush," and of adhering strictly to the well-defined purposes of our organization. My advice would be that under no circumstances should we be prevailed upon to become separated in the slightest degree from our own job that we have laid out for ourselves, no matter how attractive may be the offers, and how insistent may be the requests that come to us to join and participate in some form of combination with the affairs of other organizations that may touch upon some one or more of our particular activities. Let us maintain our own establishment, and particularly let us avoid the entanglements of outside alliances. In this I am but repeating the advice of the most eminent gentleman who was our president a few years ago, Dr. Steinmetz. The good common sense he expressed in the statement of his views in this connection has been emphasized in many ways and directions from the time it was made, and particularly during my administration. I close with an expression of most cordial and appreciative



gratitude for the uniform courtesy that has been extended toward me in my occupancy of the presidency of this Association. It is not my intention to relax my interest in what I consider the most useful educational movement of our times. I have formed many intimate friendships which I shall always cherish, and if there is anyone here who has not yet become a friend of mine, he can accomplish that desire, if he has it, at any time he tells me he is a member of The National Association of Corporation Schools.

If I were to extend my remarks to touch upon some of the very important ethical phases that contribute to the progress of industry, I would say to you that it is through wholesome friendship and because of wholesome friendship and respect between the membership of this Association that the largest successes can be achieved. Good friends do not wrangle; neither do they create dissensions. No successful organization can maintain its success if such things are permitted to obtrude.

Again expressing my high appreciation of the honor that has been bestowed upon me in being chosen as your president, and of being known in an Association of such dignified gentlemen, I close my remarks.

#### **Influenza Deaths Far Exceed War Losses**

Deaths from influenza in the United States greatly exceeded the deaths among American troops abroad, according to an estimate prepared by the Bureau of the Census. It is also estimated by the Bureau of Public Health that the deaths from influenza and pneumonia in camps and cantonments in this country nearly approached the number killed in actual battle among the expeditionary forces.

#### **Encouraging Apprentices of the Midvale Steel and Ordnance Company**

The Engineering Society of the Midvale Steel and Ordnance Company has made an appropriation which has been invested in the capital stock of the company, and the proceeds will be used to purchase suitable prizes to be given from time to time to graduates of the Company's Apprentice School. The Supervisor of Apprentices is made administrator of the awards which are to be given to the graduates who are most deserving as a result of their work in the classroom and in the shop. Upon learning of the action of the Engineering Society the management of the Company contributed a still larger amount to be added to the fund.



## JUDGE GARY FORECASTS BUSINESS RELATIONS

**The Tendency of the Last Few Years Has Been Toward a Better Understanding Between Corporations and Their Men—"The Bitterest Enemies of a Despotic Minority of Industrial Shirkers in America Will Always Be Our Vast Majority of Honest Workers."**

During the past few years, and more especially since the outbreak of the war in Europe, there has been a tendency in the United States to seek and accept counsel from those who have made a success in industry. Especially is this statement true in its relation to industrial problems. It would seem that such counsel should always have been sought, but however inconsistent, such was not the case until recently. Industrial problems were solved largely by statesmen, lawyers and plain politicians. There has been, however, a growing recognition that the best authorities on industrial problems are those who have successfully managed industry. It has therefore become the custom for the daily press to seek advice and counsel from those who have gained recognition as authorities on industrial problems, when consideration is given to industrial matters. One of the best authorities and one most often quoted is Judge E. H. Gary, Chairman of the United States Steel Corporation. Recently the opinion of Judge Gary was secured as to the philosophy underlying the development of the industries of the United States and the possible effect of the Bolshevik movement in Russia and, of minor importance of some of the other European countries, upon the situation in the United States.

Professional pessimists will find little comfort in Mr. Gary's present views. He calls attention to the facts that "we have in the United States between a third and a half of all the wealth of the world. We possess more than a third of all the gold; the banks have on deposit more than fifteen billion dollars in money; the circulation per capita is \$56; our production from the ground is about twenty billion dollars annually; we are a creditor nation, holding the notes or securities of foreign countries, perfectly solvent, amounting to nearly ten billion dollars; we have the largest resources and the best climate of any nation on earth. Blessed with such good fortune, surely we can take care of ourselves and successfully meet the world's competition in coming years.

"I do not say this in any spirit of boastfulness," said the judge, "for I know we are all anxious to hold out the hand of

cooperation to the peoples of foreign lands. We know that if they prosper we share it; when they fail we are not free from the effects. The war is over, and we not only wish for industrial peace here at home, but we earnestly advocate industrial peace with all the other nations of the world. We have great natural resources which furnish us exceptional opportunities to succeed. Whether or not we proceed without interruption depends upon all our people, from the lowliest laborer to the highest official."

Speaking of the new days that are coming Mr. Gary continued: "The basis of relationship between employer and employee in the long past, throughout the entire world, has been wrong and unsatisfactory to all classes. It has been a condition of master and servant instead of one of associates or cooperators. In the effort to protect and advance each one's own interest the parties concerned have dealt at arm's length, each one acting under the belief that the other was seeking an undue advantage. As a consequence there have been dissatisfaction and strife, resulting in great injury to both employer and employee.

"The tendency of the last few years has been toward a better understanding between corporations and their men. There is also a more satisfactory condition today with reference to the treatment of each party by the other. This is particularly evidenced by a more generous view on the part of owners concerning what constitutes an honest measure of compensation for wage earners, so called, in any fair distribution of the results of business.

"The old system resulted in limited production, uneconomical methods, low standards of living and dissatisfaction to all concerned. We may confidently look to the future with the expectation of more intelligent, more reasonable and fairer consideration for all. We have entered upon an era of employment which involves justice, fidelity and enlightened treatment. A careful observance of these basic principles is certain to improve the conditions surrounding industry, and must inevitably minimize and eventually overcome the feeling of unrest which has been in the minds of people generally.

"The employer and employee for their mutual protection and benefit must come close together in business association upon a high plane of morals, economic progress and cooperative effort. That we have advanced of late is proved by the fact that the attitude of present managements in regard to welfare work if proposed a few years ago for earnest consideration as a practical possibility would have evoked exclamations of surprise and doubt.

"In making these general observations I am not considering any question of organization or combination or method of operation. Such matters should be taken up for discussion at some other time. I am not considering any of the proposed or adopted measures for bringing about changes and improvements from the viewpoint of either employer or employe. Some have been wise and some unwise. Some have proved to be practicable and valuable, and others the contrary. As always, there is danger of extremes, which frequently results from acting under the belief that reforms are necessary. With respect to all social, political or economic problems the pendulum generally swings too far in one direction or the other. For real success it is necessary to find an equilibrium which will justly protect all the interests involved.

"The distribution of earnings by percentages of profits, the payment of bonus funds, the determination of wages or rates of compensation, the decrease in working hours, the increase in benefits, privileges or pensions may be carried to the extent of actually injuring the one who receives it. Also, the effort to provide for a mutual and confidential relationship between a company and its men may result in total failure, for the reason that method and system are interfered with.

"Concerning the dangers to this country from a spread of the radical doctrines that are said to prevail now in Russia, it is impossible to believe that any party of destructionists, acting under a rule of force in utter disregard of law, could gain support or make material headway in the United States. To concede that such a theory might gain a footing here would be to admit that all the money and the effort which we have expended upon public education have brought us no lasting benefits. An appropriation of all property by force would result in a reduction of the people to slavery. The doing away with property rights would lead to the wholesale destruction of life. Under our system of government we can bring about alterations in our established laws to conform with the changing times without resorting to rapine, bloodshed and incendiarism.

"The workmen of America are intelligent beyond any others in the world. They know that there never has been any necessity in the United States for any healthy human being to remain in a condition of poverty and subordination. More and more we are learning that in this country wealth and position inevitably are distributed. Families poor in one decade loom leaders in the next, in proportion to their development of initiative and ability.

With us bad stewardship of wealth or position and a disregard of the rights of others mean loss of wealth and position.

"I have never met American workmen who would be willing after earnest and efficient labor to divide their well-earned fruits with others who have not been energetic, intelligent and persevering enough to achieve for themselves. The bitterest enemies of a despotic minority of industrial shirkers in America will always be our vast majority of honest workers. A few 'lucky men' sometimes achieve riches without work, but generally in this country individuals fail or win success in accordance as they achieve education, develop honesty and exhibit undiscouraged industry. Under a Bolshevik rule any nation must crumble and finally disappear because of the decrease in total national effort. Success could not come to a people where each individual has lost the incentive to labor through being robbed of all reward for earnest initiative. Society at large, far more than individuals, has benefited from the general development of our great industries.

"In this country capital must not and will not give cause for offense to labor; on the other hand our workingmen must not and will not destroy themselves by wrecking capital. In ever-increasing degree must intelligence replace ignorance; cooperation must be substituted for hostility. As an outcome there will be larger pecuniary results for all, and the world will be made a better place to live in."

#### **Midvale Steel and Ordnance Company Requests Its Alien Employees to Become American Citizens**

The Safety and Welfare Department of the Midvale Steel and Ordnance Company has notified all of the alien employees that it is a duty and obligation upon their part if they intend to permanently establish themselves in this country to adopt the customs and institutions of the company and so far as possible consolidate with the citizenry of the nation. These alien employees are therefore notified of the necessity to become citizens and exercise the duties and rights arising therefrom. It is pointed out that there are certain requisites, such as the mastering of the English tongue, but with the educational facilities available, this can be accomplished with no great inconvenience or expense. The management of the company assures its alien employees that they will have every aid and cooperation which can be given them.



## GOODYEAR INDUSTRIAL REPRESENTATION PLAN

The Council of Industrial Relations Composed of Members of the Factory Management and Employees After Giving Careful Consideration to a Plan Which Would Permit of Employee Representation in Management, Approved the Following, Which Was Then Submitted to All the Employees for Ratification. The Vote Was 5,689 for Approval of the Plan and 492 Against.

The Goodyear Tire and Rubber Company some time ago created a Council of Industrial Relations. This body has been giving serious consideration to an industrial relations plan, under which plan the employees of that Company will have representation in management. Before submitting the plan to the employees for adoption it was carefully considered by the Industrial Relations Council. Many changes were made upon suggestions of members of the Council and a final draft submitted to the employees on June 16th. The following is the plan agreed upon:

The Council of Industrial Relations, composed of representatives elected by Goodyear men and women, foremen elected by Goodyear foremen, and executives appointed by the Goodyear factory management, after having thoroughly considered the subject of industrial representation for securing justice to both men and management through cooperative methods has evolved the following plan for industrial cooperation at Goodyear, and presents this plan to Goodyearites in the sincere belief that its acceptance by management and men of the Goodyear factory will prove beneficial to all.

### PLAN

FOR AKRON FACTORY OF THE GOODYEAR TIRE AND RUBBER COMPANY

#### 1. *Executive Powers.*

All executive powers for operation of the Goodyear factory shall be vested in the management, and shall not be abridged in any way except in accordance with the legislative powers granted in this Industrial Representation Plan.

#### 2. *Legislative Powers.*

All legislative powers granted in this Industrial Representation Plan shall be vested in an Industrial Assembly of the Goodyear factory, which shall consist of two (2) houses, namely, a Senate and a House of Representatives.

#### 3. *The Industrial Assembly.*

The Industrial Assembly shall be composed of forty (40)



Representatives and twenty (20) Senators, elected by the Industrials of the Goodyear factory, who shall meet separately or jointly, on the first Monday in each month in Goodyear Hall. Representatives shall be elected for one year and Senators shall be elected for two years.

Each Representative and each Senator shall have one vote.

Each House shall vote independently of the other.

Each House shall determine rules for its proceedings and shall keep a record of its proceedings.

4. *Unit of Representation—Precinct and District.*

The Goodyear Factory shall be divided into forty (40) precincts. Precincts shall be determined so as to include substantially an equal number of people, and with due regard to departmental classification of the factory.

Each precinct shall have the right to elect one Representative.

The precincts shall be further arranged into groups of four, and each group shall be named a district, and each district shall have the right to elect two Senators.

5. *Method of Election and Recall of Senators and Representatives.*

Election of Senators and Representatives shall be held in the Goodyear factory annually on the second Monday in October by secret ballot, and the Assembly shall be convened on the first Monday in November. At each annual election there shall be forty Representatives and ten Senators elected, except in the first election, when there shall be twenty Senators elected.

A Representative or Senator may be recalled on petition signed by two-thirds of the voters in his precinct or district, and approved by two-thirds of the House of which he is a member.

Upon severance of employment with the company, a Representative or Senator shall immediately and automatically cease to hold office.

6. *Qualifications of Representatives and Senators.*

No person shall be a Representative who shall not have attained to the age of 21 years and who shall not be an Industrial of Goodyear, and not have had one year's continuous service record in the factory immediately prior to date of election.

No person shall be a Senator who shall not have attained to the age of 25 years, and who shall not be an Industrial of Goodyear, and not been in good standing on the pay roll of The Goodyear Tire and Rubber Company for five years, the last

two of which shall have been a continuous service record immediately prior to election.

If vacancies in the seats of Representatives or Senators happen by resignation or otherwise, the one who shall have received the next highest number of votes from the precinct or district in which the vacancy shall have occurred shall fill the vacancy.

*7. Qualifications of Voters and Definition of Industrian.*

A Goodyear Industrian must be 18 years of age, must be an American citizen, understand the English language, and have a six months' continuous service record in the Goodyear Factory immediately prior to election. Each Goodyear Industrian is entitled to vote.

*8. Power and Procedure of the Industrial Assembly.*

The Articles of Incorporation of The Goodyear Tire and Rubber Company and the laws of the State of Ohio fix the final authority and responsibility for management of the company in its Board of Directors. Therefore, subject only to the right of the Board of Directors to veto or annul, the power of the Industrial Assembly shall be as follows:

The Industrial Assembly shall have legislative power to make changes in Factory Rules and Regulations which from time to time have been or shall be made by the management as provided in Article 1, on the subject of wage adjustments, working conditions, and the adjustment of grievances in accordance with the following procedure:

Every bill which shall have passed the House of Representatives and the Senate shall, before it becomes a Factory Rule or Regulation, be presented to the Goodyear Factory Manager. If he approves, he shall sign it, but if not he shall return it with his objections to the House in which it shall have originated, who shall enter the objections at large upon their record, and proceed to reconsider it. If after such reconsideration two-thirds of that House shall agree to pass the bill, it shall be sent, together with the objections, to the other House, by which it shall likewise be reconsidered, and if approved by two-thirds of that House it shall become a Factory Rule or Regulation. But in all such cases the votes of both Houses shall be determined by yeas and nays, and the names of the persons voting for and against the bill shall be entered on the record of each House respectively. If any bill shall not be returned by the Factory Manager within thirty days (Sundays excepted) after it shall have been presented to him, the same shall be a Factory Rule

or Regulation in like manner as if he had signed it, unless the Assembly by failure to provide proper means to receive it shall prevent its return, in which case it shall not be a Factory Rule or Regulation.

9. *Approval and Veto Powers of the Factory Manager.*

Every order, resolution, or vote, to which the concurrence of the Senate and House of Representatives may be necessary (except on a question of adjournment) shall be presented to the Factory Manager of the Goodyear Company, and before the same shall take effect shall be approved by him, or, being disapproved by him, shall be repassed by two-thirds of the Senate and House of Representatives, according to the rules and limitations in the case of a bill.

10. *Joint Conferences.*

On matters of joint interest to men and management such as wage adjustments, working conditions, and the adjustment of grievances, Joint Conferences may be called where representatives of the men meet an equal number of representatives of the management. Frequent conferences are desirable for the consideration of constructive suggestions of mutual interest.

11. *Joint Conferences—How Formed.*

The Industrial Assembly shall appoint six (6) Industrians, three from the Senate and three from the House of Representatives, and the Factory Management shall appoint six (6) Industrians to meet as a joint conference. Persons thus selected shall be duly accredited representatives of the Goodyear factory men and management for consideration of and cooperation upon subjects of mutual interest. The Industrial Assembly shall maintain standing committees composed of three members of each house to facilitate quick action in securing a joint conference.

12. *Industrial Representation Plan—How Amended.*

The Industrial Assembly, whenever two-thirds of both houses shall deem it necessary, shall propose amendments to this Industrial Representation Plan, which shall be valid to all intents and purposes as a part of this plan when approved by the Factory Manager. In case amendments have been passed by a two-thirds vote of both Houses over the veto of the Factory Manager, such amendments must be approved by the Board of Directors of The Goodyear Tire and Rubber Company before becoming valid.

13. *Oath of Office.*

Before entering upon his duties, each Representative or Senator shall take and subscribe to the following oath, which

shall be administered by any officer empowered to administer oaths under the laws of Ohio: "I solemnly swear (or affirm) that I will faithfully support the Constitution and laws of the United States and the State of Ohio and the Industrial Representation Plan of The Goodyear Factory, and that I will to the best of my ability faithfully and conscientiously discharge the duties incumbent on me as a Representative (or Senator) under such plan."

14. *Guarantee Against Discrimination.*

There shall be no discrimination against any Goodyearite on account of membership or non-membership in any labor organization, or against any Representative or Senator for action taken by him in performance of his duties as outlined in this Plan.

15. *Industrial Representation—How Ratified.*

This Industrial Representation Plan shall become effective when a majority of the Industrials of the Goodyear Factory and the management of the Goodyear Factory shall have authorized the present Industrial Relations Council to place their signatures hereon.

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**Developing Draftswomen at the American Locomotive Company**

Due to the reduction of its drafting forces through enlistment in military service, the American Locomotive Company found itself short of trained draftsmen, and being unable to secure such employes, this company adopted the policy of training young women for these positions. While they adopted no rules or lists of requirements to govern in selecting candidates for these positions, a high school education was found to be very desirable. The majority of candidates entered were graduates of the Schenectady High School, and many had taken a four year course in free-hand and mechanical drawing. Personal habits and concentration were also found to count materially in making good in the draft room. Ordinarily months and even years are required to develop young men into proficient and satisfactory draftsmen. The problem which confronted the American Locomotive Company, however, was to develop women to the point where they could do satisfactory work within a relatively few weeks. The company gives the following description of the methods followed:

"While the art of tracing is readily acquired, those selected should preferably have the capacity to advance in layout and development work, and such advancement is encouraged on an equal footing with the young men. In order to offset the natural



unfamiliarity with shop methods and particularly locomotive construction, a course of instruction was inaugurated early in September of last year which covers the following subjects: mechanical drawing as applied to actual design of machinery, locomotive construction and operation, blue-print reading, shop methods used in manufacturing locomotives, and locomotive design. These subjects are not always treated separately, but are taken up as they are required by their connections with each other.

"The study of mechanical drawing includes among other points the principles of projection, geometrical constructions, developments, sketching and making layouts from sketches. Experience in tracing is gained in the general drawing room, where very acceptable results have been obtained.

"Locomotive construction and operation are studied with a view to stimulating interest, as it has been found that those who thoroughly understand the use to which any part upon which they may be working is to be put will in general develop greater efficiency. This has been repeatedly proved by statements of the shop apprentices, who have found their work much more attractive after learning just what purpose it served.

"Blueprint reading is involved in practically all of the other subjects, and is taught by reference to drawings of parts which are fitted together in the completed locomotive, by making dimensioned sketches of parts from assembly drawings, and by comparison of similar detailed parts. Complete sets of prints of several representative types of locomotives filed in the school room greatly facilitate this part of the work.

"A general knowledge of shop methods is obtained by trips through the various shops, supplemented by class-room explanations of the principles involved. These trips are of more value in proportion to the time required than the classroom work.

Instruction is given for at least one hour each week on the company's time, there being three classes of from eight to ten members each, and an average attendance of over 90 per cent. indicates that there is no lack of interest.

"That these young women are a success is a measure due to excellent spirit of cooperation on the part of the men of the engineering department. Kindly criticisms and explanations have been freely given; assistance at difficult places has been the rule, and all taken together have been of great assistance in the preparation for the more advanced work in the briefest possible space of time—assisting to meet the emergency of keeping up the work of men leaving to enter the service of the nation."



## **STATES ANSWER DEMAND FOR BETTER EDUCATION**

**California First to Heed Government's Example in Teaching Its Soldiers. Proposed That No Child Shall Be Allowed to Grow Up Without Education.**

The thoroughgoing manner in which the Government has attempted to educate the soldier, regardless of his initial equipment and the stratum of society from which he sprang, has given impetus to the States to consider their own educational systems. The initiative has been taken by California in the appointment of a committee of twenty-one leading local educators to consider the reorganization of the public school system of the State. These men have undertaken a study which, judging by the report of a sub-committee recently made public, gives promise of offering a notable contribution to the discussion of educational problems of this nation and to the devising of practical plans for their solution.

The committee has sounded the fundamental problem of the relation of the school to the governmental machinery and the operation of the system so that the principles laid down may be given effectiveness. These principles were determined upon first, and have served as a guide in the working out of the details. They are as follows:

1. Education being a supreme State interest, the people thereof, as a corporate whole, is the ultimate source of authority and responsibility.

2. The corporate whole, in order to realize itself as a democracy, must strive to provide completeness of educational opportunities, not only with respect to continuity but also with respect to variety and equitable distribution; and no child citizen must be allowed to become an adult citizen without education.

3. Democracy itself, being a school for all, the kind and degree of State control of education must be determined by the essentials of the general welfare, which, to be sure, will vary from time to time; the component units, however, must always have ample scope for learning how best to contribute to the educational prosperity of the inclusive whole.

4. The end sought being progress as well as preservation, the Legislature, acting under the Constitution, must have ample scope for promptly adapting educational arrangements to the successive stages of social development.

5. In order to promote both democratic solidarity and adequate management the school system of a democratic commonwealth must needs be one system.

The striking part of the proposed program is that the State shall provide all individuals both variety of educational opportunity and necessary continuity of education reaching through all gradations of learning, training, and research. Furthermore, it is proposed that every effort shall be made to promote physical vigor, mental power, the appreciation and cultivation of art, standards and habits of right conduct, economic fitness and skill, and loyal and efficient citizenship. Detailed plans are laid for the carrying out of these ideals through a unified, nonpartisan board and city and county superintendents selected for merit.

#### **Eliminating the I. W. W. Agitators**

As a result of a recent strike in the Argo, Illinois, plant of the Corn Products Refining Company, F. M. Sayre, superintendent of the plant, states that in the future all non-English speaking employes will be eliminated from that plant. The strike resulted in the killing of three workmen and the serious wounding of many more. The new ruling caused the dropping of about 700 men and women. Officials of the company state that the strike was caused by foreign language I. W. W. agitators.

#### **B. S. Read, a Class "A" Member of Our Association, Given Deserving Recognition**

Benjamin S. Read, formerly Class "A" representative of the Southwestern Bell Telephone System, with headquarters at St. Louis, Mo., and Class "A" representative of that Company in our Association, has been elected President of the Mountain States Telephone and Telegraph Company, with headquarters at Denver. Mr. Read is the type of the modern business man who has the respect and confidence of everyone.

#### **Pittsfield Branch of General Electric Company Will Build an Educational Auditorium**

Mr. C. C. Chesney, General Manager of the Pittsfield, Mass., Works of the General Electric Company, announces that an auditorium will be built to be ready by fall, in which the educational and training classes of the Pittsfield Works of the Company will be held. The auditorium, which will accommodate 1,200 people, will also house the Welfare Department and will be available for dancing, motion picture shows and all other social and athletic activities.

## NEW BOOKS WHICH MAY INTEREST OUR MEMBERS

*Personality, Studies in Personal Development*, by Harry Collins Spillman. Published by the Gregg Publishing Company, New York. Price not given.

This book is composed of a series of essays based upon a series of addresses delivered by the author before civic bodies, ad clubs, Rotary clubs and similar organizations. It is an excellent book for young people just starting out on their life career and for people who possess undeveloped qualities but lack the desire or the will to develop themselves. It is really an application of psychology into every day life. Our Class "A" members could well afford to make a selective list of employes to whom this book could be presented as an evidence of appreciation and recognition.

### New Members

Since the last statement appearing in the BULLETIN the following new members have been received:

#### Class "A"

Bridgeport Brass Company, Bridgeport, Connecticut, Mr. Robert H. Booth.

George A. Hormel & Company, Austin, Minnesota, Mr. Jay C. Hormel.

Kullman, Salz & Company, San Francisco, California, Mr. H. D. Allen.

Loomis and Hart Furniture Company, Chattanooga, Tennessee, Mr. E. J. M. Herd.

William H. Luden, Reading, Pennsylvania, Mr. A. N. Bodey.

Metropolitan Life Insurance Company, New York, New York, Dr. Lee K. Frankel.

Durham Hosiery Mills, Durham, North Carolina, Mrs. W. W. Shaw.

#### Class "B"

Mr. William Spanton, American Hard Rubber Company, Akron, Ohio.

#### Class "C"

Miss Elizabeth Bohn, 144 Henry Street, Brooklyn, New York.

A. Johnson & Company, Stockholm, Sweden.

### NEWSY NOTES

Eight hundred and thirty-four of the employees of the Commonwealth Edison Company of Chicago are stockholders in the Company. It is interesting also to learn that 4,254 of the stockholders of this Company own only from one to twenty-five shares each.

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Mr. Hugo Diemer, formerly Professor of Industrial Engineering at Pennsylvania State College, has accepted the position of Personnel Superintendent of the Winchester Repeating Arms Company. Mr. Diemer has had a long experience in industry, and during the war was connected with the United States Cart-ridge Company, in which position he rose to the rank of major.

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The Sixth Annual Report of the Employees' Benefit Fund Committee of the New York Telephone Company, which includes also the Bell Telephone Company of Pennsylvania, the Chesapeake and Potomac Telephone Company and associated companies, at the beginning of the year 1918 shows a total of 20,286 men employed and 37,395 women employed. At the end of the year 1918 the number of men employees had decreased by about 2,000 and the number of women employees had increased in about the same number. Since the establishment of the Pension Fund in January, 1913, 103 men and 42 women have been placed on the Pension Roll. Since that date 18 of the men and 2 of the women pensioners have died, 3 of the men pensioners have returned to work, and the pension of 1 of the women has been discontinued. The Report also shows excellent progress in decreasing accidents, there being 568 less accidents than during the previous year. The number of cases of sickness and the number of deaths show a marked increase, due entirely to the influenza epidemic. During 1918, 15,683 employees or 26 per cent of all employees of the Association, participated in benefits under the plan. During the year medical departments were established in most of the branches of the Company.

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Noon-hour baseball leagues have become very popular among the employees of the companies having membership in our Association.

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Honor rolls, including the names of those who made the supreme sacrifice in the service of their country, are appearing in the house organs of all of the companies having membership in our Association.



The women employes of the National Cash Register Company were severely afflicted by the epidemic of influenza which swept over the country last winter. Recently this Company began serving malted milk to these employes, at 10 a. m. and 3 p. m., small white trucks being pulled through the building with many white cups on them. As a result of this generous action on the part of the Company, most of those who were emaciated as a result of their illness have been returned to normal health.

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The Packard Motor Car Company has placed at the disposal of its employes the services of an expert in real estate values. Employes are cautioned not to purchase real estate until the value has been determined by this expert.

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Captain Lewis O. Atherton, formerly connected with Swift & Company, and later Employment Manager for the Graton & Knight Manufacturing Company, of Worcester, Mass., has left the service of the War Department and is again eligible for a connection in industry. Captain Atherton can be reached through the executive office of our Association.

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Mr. C. R. Dooley, for many years in charge of the educational department of the Westinghouse Electric & Manufacturing Company, and a member of the Executive Committee of our Association since its organization, has resigned his position to become Director of Personnel and Training for the Standard Oil Company.

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Mr. Philip J. Reilly has resigned his position as Employment Manager of the Dennison Manufacturing Company at Framingham, Mass., to become associated with the Retail Research Association of New York City. Mr. C. E. Shaw succeeds Mr. Reilly as Employment Manager at the Dennison Manufacturing Company.

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Mr. J. W. Dietz, past President of our Association, has been promoted to a more important position in the Western Electric Company and his headquarters removed from Chicago to New York. Mr. Dietz is still connected with the Personnel and Training Divisions, but has assumed larger duties and greater responsibilities.

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"Nothing reveals the stuff that is in a man quite so surely as does the efforts he puts forth to accomplish the thing he sets himself to do."



**Activities of the Employment Department of the Newport News Shipbuilding and Dry Dock Co.**

The following account of the work of the Employment Department of the Newport News Shipbuilding and Dry Dock Company appears in the house organ of that Company:

Contrary to opinions held by some individuals and frequently expounded at more or less length at the Employment Office, the duty of the department is not to give jobs to people wanting jobs, this being a result rather than cause. In so far as possible, suitable and capable people are employed to do such work as the Yard has to offer.

This Shipyard enjoys an enviable reputation in many respects. Our boast, "We Build Good Ships Here" has been sustained by production for many years. While equipment and material have been a factor, the larger credit belongs to the personnel of the Yard. Upon the Employment Office rests a part of the responsibility of maintaining this high standard. The ultimate goal is to put a person on each job who does his work and does it right. The success of the whole depends on the performance of the individual.

The Employment Department being advised as to need for help selects persons for the jobs open. Employment forms are used which place the employe on the rolls of this office, of the department for which employed, and of the Timekeepers' and the Cashiers' Offices. Persons leaving the employ of the Company are cleared from all rolls in like manner.

A record of a new employe is made at this office, which becomes a part of his permanent service record and is kept on file, a copy of this record being filed with the Cashier. These records are referred to when arranging transfers or promotions, or when a previous employe applies for re-employment.

Various tabulated records and reports are a part of the work of this department. There is necessarily a large amount of correspondence.

The Employment Department is a Service Department for the employes. Assistance is given in securing rooms and board, houses and apartments. Information of general nature is furnished. Street car tickets are purchased from the Street Railway Company, and sold daily during the noon hour without profit or compensation. The editing of "The Shipbuilder" is a service of this department.

During the year 1918 over 38,000 persons were given individual attention, exclusive of the Emergency Fleet listing and

questionnaire work, which was handled for about 5,000 employees of draft age.

The personnel of the Employment Department consists of three ladies, eight men and the office boy.

### **The N. C. R. Company's Apprentice System**

Education along all lines of endeavor is receiving more attention each year.

Some years ago The National Cash Register Company, realizing the need of many more intelligent mechanics, inaugurated an apprentice system of education whereby the future mechanics are taught to use their brains as well as their hands.

Only boys who have had two years of regular high school studies are taken as apprentices, except in the allied printing trades where one year of high school is sufficient.

We receive and file applications during the second year of high school and give employment during the vacation period between the second year and the beginning of the cooperative school year. These boys must stand a test to prove their ability to proceed as apprentices.

At the end of the first year a contract is drawn up between the Company and the apprentice dating from the time he started. The boys go to school one week and work one week at the factory alternately. The school year consists of twenty-four weeks and the shop twenty-six weeks. The school is in session seven hours per day and five days per week, and on Saturday morning of each week the apprentices report at the factory for special instructions.

While a boy spends about one-half of his time in the shop he is allowed full time on his apprenticeship and is paid for all time spent at the factory.

After the boy has finished the two years cooperative course he is passed to the Continuation School, where he attends school one-half day per week for two years, during which time he is paid for time spent at school as well as time at the factory.

After the boy has finished the two operative course, if he so elects and can pass the examination he may be admitted to the University of Cincinnati, where if he completes a course in a satisfactory manner he will receive an Engineer's Degree.

The engineering courses open to N. C. R. apprentices are:  
Mechanical Engineering (5 years).  
Electrical Engineering (5 years).  
Metallurgical Engineering (5 years).

The apprentices are taught the following trades at the factory:

<i>These Require Four Years</i>	<i>These Require Five Years</i>
Tool Making.	Pressmen.
Model Making.	Designers.
Cabinet Making.	Compositors.
Pattern Making.	Bookbinders.
Electrical.	Electrotypers.

A quarterly report is made out by the various foremen under whom the apprentices work and receive instruction and these are sent to the Efficiency Engineering Office where it is entered on the apprentice record card and the original report is handed to the apprentice with such comments as are considered necessary.

This report gives him a line in his efforts for the past three months and if he has low averages he can concentrate and strengthen them and bring them up where they belong the next quarter.

All shop routing is based on the aptitude of the apprentice and the condition of the shop.

This is the route followed by a Machinist Toolmaker apprentice.

He can start in any one of the following departments:

- Tool Supply Department;
- Drill No. 1 Department;
- Mill Department;
- Heat Treating Department.

After serving in two of these departments (or at the end of one year) the best of these boys are transferred to the following departments:

- Special Machine Department;
- Model Making Department;
- General Machine Department;
- Cutter Department

from which departments the best boys are selected for the Toolmaking Department when they can meet the requirements.

It is absolutely necessary that the apprentice reach a high average in order to be transferred to the Toolmaking Department, from which he may be promoted to the Tool Designing Department.

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"The most valuable part of an employe—his spirit—cannot be bought with so cheap a thing as money. It must be won."

### **Bringing Labor and Capital Together**

(From the Bulletin of the Chamber of Commerce of the State of New York)

A plan has been worked out in Spokane, Washington, whereby capital and labor are working together more harmoniously. The far west, as is well known, has had some rather severe times with disputes between capital and labor. To help solve the various disputes, an Industrial Conference Board was organized last December in Spokane, under the auspices of the Spokane Chamber of Commerce. This Board consists of twenty-one members, including ten representatives of organized labor. The Chairman of the Board is neutral, having no affiliation with either the employer or employee. In organizing the Board, a representation was obtained of the extreme radicals both among employers and among laborers; the purpose was to have the extreme views of both sides represented. This Board of twenty-one members has no power whatsoever; it can neither arbitrate or make decision; it does not even recommend.

The activities of the Board consist in meeting regularly twice a month to discuss the various phases of industry, labor and employment; and to thrash out all difficulties which may arise, thus furnishing a means for a general airing of all views.

The Spokane Industrial Conference Board has had most beneficial results. It has brought the employer and employee together, and has created in Spokane a harmonious feeling between these two factors which has never existed heretofore. At the two monthly meetings of the Board, the public and newspaper men are welcome. The discussions have been very warm at times, but the meetings so far have never broken up with ill feeling.

At one of the conferences, the traction problem was thrashed out. The presidents of the traction companies, the Mayor of Spokane, and the president of the Street Car Men's Union were all present, and discussed the situation from every standpoint. The result was that when the City Commissioners decided upon a six-cent fare, there was not a word of protest uttered in Spokane.

The Spokane Chamber has taken another very important step toward solving the labor problems of its community. This consists in seeking as members representatives of labor unions. The effect of bringing organized labor representatives into the Chamber's meetings and other activities has been to show labor

that the Chamber of Commerce and the business men in Spokane are working for the good of the community, and are not secretly conniving to dominate the city, as many of the radical promoters of labor discontent are always preaching. The president of the Spokane Central Labor Council and other strong labor men are members of important committees in the Spokane Chamber.

Industrial affairs in Spokane appear to be working along lines which are resulting in a complete understanding among the various factions.

### **Recognizing Continuity of Service at the Winchester Repeating Arms Company**

The Educational Division of the Personnel Department of the Winchester Repeating Arms Company has been placed under the supervision of Mr. J. H. J. Adams. Mr. Adams sends the BULLETIN the following interesting information relative to continuity of service on the part of employees of his Company:

"We have 1,050 workers who have served continuously five years or more up to ten years; 1,300 workers who have served from ten years up to twenty-five years; 110 veterans who have served from twenty-five years to thirty years; 70 men and 2 women from thirty to thirty-five years; 50 men and 1 woman from thirty-five to forty years; 14 men and 1 woman from forty to forty-five years; 7 men from forty-five to fifty years, and 1 man over fifty years—a total of 2,606 having served over five years.

"The Winchester Company presents a gold medal to each co-worker completing twenty-five years' continuous service and for each five years of service thereafter adds a gold bar. Those who have been with the company from five to ten years receive a small bronze pin, a replica of the gold service medal, and those from ten up to twenty-five years' service receive a silver pin the same size."

### **Additional Sub-Committee Reports Now Available**

The requests on the part of our members for copies of the sub-committee reports have far exceeded requests for reports in previous years. Several of the reports, in fact most of them, were exhausted and new printings have been made. The Managing Director's office is now in position to furnish copies of any of the reports which our members may desire. There is no charge for these reports to Class "A" members, and Class "B" and Class "C" members are each entitled under their membership to one



copy of each report. Class "B" members, of course, can get additional copies through the Class "A" representative of their company.

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### **National Electric Light Association to Study Relations With Labor and Methods of Profit-Sharing**

The National Electric Light Association in closing its annual convention at Atlantic City in May, upon motion of Arthur Williams, of the New York Edison Company, past President of our Association, adopted a resolution instructing their president to appoint a committee to consider the question of what is ethical and just in the relations of the companies with labor for the guidance of the industry. Mr. William C. L. Eglin, of the Philadelphia Electric Company, in seconding the motion, asked that the entire broad scope of labor relations be considered together with methods of profit-sharing. The motion was unanimously adopted.

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### **Recognizing a Responsibility for the Living Conditions of the Workers**

Mayor Ole Hanson, of Seattle, profited by the experience he had in putting down the I. W. W. insurrection in his city. While in Chicago recently he talked with Mr. John J. Mitchell, a leading banker of that city, and as a result of their conference an organization has been formed which includes forty of the large industrial concerns of Chicago, and the object of the new organization will be to promote more cordial relations between employers and workers. Mr. Harold F. McCormick, President of the International Harvester Company, and Harold Swift, Vice-President of Swift and Company, will be leading spirits in the new movement. In his talk with Mr. Mitchell Mayor Hanson expressed the opinion that the indifference of employers in the Northwest to the conditions in which lumbermen lived had given opportunity for radicals to promote trouble. It was this statement that formed the basis of the new movement. There is a growing recognition that corporations are responsible, at least to a considerable extent, for the living conditions of those whom they employ. Both the International Harvester Company and Swift & Company are Class "A" members of our Association.

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"Men whose work can bring up the average efficiency of a concern are in big demand."

### **The Midvale Steel and Ordnance Company Will Aid Its Employees to Become Home Owners**

At the second annual meeting and dinner of the representatives of the employees and the officials of the Midvale Steel and Ordnance Company, President A. C. Dinkey presided and announced an expenditure of eight million dollars for reconstruction work at the various plants of the Company; the establishment of a pension system for employees and the adoption of a plan to help employees to own their own homes were among the things authorized.

Under the liberal terms of the home buying plan the Company promises to advance to any employee 90 per cent of the cost of any property he may purchase as his home. The loan may be repaid in instalments over a period not exceeding twelve years.

After the new pension system goes into effect any employee may retire at the age of sixty-five and must retire at seventy. The amount of his pension will be based upon the number of years he has been working for the Company and the average amount of his earnings during that time.

"The directors and officers firmly believe," said A. C. Dinkey in a statement given out after the meeting, "that the interests of the Company are identical with those of the community in which the various plants are located. They also believe that the ideal American community is one in which all or at least the majority of the citizens own their own homes."

### **The Industrial Council Plan of the International Harvester Company Is Working Satisfactorily**

The plan of the International Harvester Company for an Industrial Council was submitted to the employees of each Works in March, 1919, and, upon secret ballot, was adopted by majority vote at all but one of the Company's twenty plants in the United States and Canada. In the nominating ballot for employee representatives which followed, 98 per cent of the employees voted, and in the election itself, 99 per cent. The average age of employee representatives elected is thirty-eight years, and the average length of service is seven years.

In his annual report President McCormick says: "The Plan is now in full operation at these nineteen plants. One or more meetings of the Council have already been held at each of these plants, and some important matters involving wages, hours of labor and working conditions, have been discussed. The early results indicate intelligent acceptance and fair-minded use of the

Plan by employes as a practical means toward industrial betterment and continued industrial peace."

### **Recognizing the Value of the Boy Scout Movement**

Many of the companies having representation in our Association have formed Boy Scout movements among their junior employes. One of the pioneers in this movement was the New York Edison Company. The Packard Motor Car Company has just inaugurated such a movement. In speaking of the object of the organization the new scout master said: "Our chief aim is to enroll every boy in the plant not over eighteen years old in the Boy Scout organization. The ideals of the organization are so high, the knowledge gained is so practical and helpful and the opportunities for good clean fun are so varied and interesting, that every boy who is eligible ought to get in. We should have three or more troops organized soon.

"Our next aim after getting the boys in the plant started right is to organize troops for boys whose fathers work at Packard, making the troop headquarters here at the plant."

### **California's State Trade Schools Are a Failure**

"California's whole vocational education programme is in danger of failure," according to the biennial report just submitted to Governor Stephens by Dr. Edwin R. Snyder, State Commissioner of Industrial and Vocational Education.

"In California, as elsewhere, school men are struggling to meet the great social demand for vocational education," said the report. "They have established classes and secured the attendance of pupils. Now they are confronted with the most difficult problem of all, that of working out courses of study which will really prepare for skilled occupations. If California would safeguard the situation, it must provide for more adequate inspection and supervision of industrial and trade education established under State and Federal acts."

#### **MEANS RETURN TO HIGH SCHOOL**

If the vocational training program succeeds, it will mean a return to the high schools of more than 160,000 youths in the State, Dr. Snyder said. "This coming year there will be maintained in the State thirty or forty classes in vocational agriculture and more than 200 classes in trade, home economics and industries," he said.

In the fiscal year ended June 30, 1918, \$79,091.78 was ex-

pendent on vocational education in California, half of this being from the State and half from the Federal Government, the report showed. For salaries of teachers of agricultural subjects \$18,395.76 was spent; for salaries of teachers of trade and home economies subjects, \$34,751.92, and for preparing vocational teachers, \$25,944.10.

#### EMPLOYERS TO CONTRIBUTE

In line with the report of the Special Committee of School Reorganization appointed by the State Board of Education, Dr. Snyder recommended compulsory part-time classes in civic and vocational subjects for all persons under eighteen years who are not otherwise regularly attending schools. The employer would be called upon to contribute a part of the employe's time "during which he received a training designed to benefit him and all other parties concerned."

In a plea for compulsory vocational classes, Dr. Snyder said approximately half of our children do not complete the elementary schools; approximately two-thirds of the pupils of high school age are not in attendance upon any school; all of these persons need a civic education which will enable them to meet intelligently their responsibilities as future citizens. The report said:

#### PART-TIME INSTRUCTION

"The regulations of the Board of Education set up two kinds of part-time instruction similar to that contemplated in this discussion. One of these is intended for persons already apprenticed in skilled occupations; the other is intended for employed persons under eighteen years of age engaged in occupations that offer no opportunity for future educational development.

"Although the State Board offers to reimburse local districts that establish part-time classes for general continuation character in the amount of \$600 for each teacher-unit-of-instruction provided, not one class was established in the State during the last year."

#### Graduating Exercises at W. R. Grace and Company

The Educational Department of W. R. Grace and Company held its graduating exercises on June 5th. Professor James C. Egbert, Director of the School of Business at Columbia University, delivered the address and chose for his subject "Business and Education." Mr. J. Louis Schaefer, one of the executives



of the company, then presented the diplomas and also prizes which had been earned by members of the different classes. The subjects upon which instruction was given were Elementary Spanish, Intermediate Spanish, Advance Spanish, Commercial Geography and Shipping Documents. W. R. Grace and Company, being engaged in foreign commerce largely, and shipping, especially with the Latin-American countries, are very much interested in their employes having a knowledge of the language which prevails in those countries. One hundred and seven employes finished the first term and 88 the second term.

#### **Burroughs Adding Machine Company Encourages Musical Effort**

The band made up of employes of the Burroughs Adding Machine Company now plays during the noon hour for the benefit of the employes of that Company. The concerts have been very largely attended. Community singing is also being encouraged. Mr. Harold Todd, formerly Director of Todd's Metropolitan Band, a famous Detroit musical organization, in addition to being leader of the new Burroughs Band, has graciously offered to teach any one of the employes to read music and to sing, utilizing the noon hour. At the first community "sing" over 1,500 employes were present. It is proposed as soon as the new organization is in working condition to hold singing contests with the community singers of other industrial plants in Detroit.

#### **Athletics as a Factor in Industrial Efficiency**

The recognition of athletics as a factor in industrial efficiency is not a new development, but during the past year or two much progress has been made along this line. Not only are industrial managements willing to spend money to encourage athletics among their employes, but in many cases outdoor fields have been developed where not only the employe but his family is encouraged to play.

#### **Generous Act of the National Cash Register Company on Behalf of Its Employes Who Purchased Liberty Bonds**

The National Cash Register Company aided its employes in purchasing issues of Liberty Loan Bonds on the instalment plan. The Company carried these bonds until they were fully paid for and then turned them over to their employes with all interest coupons attached, and without any expense whatsoever on behalf of the employes. This action involved an enormous expenditure

on the part of the Company, but the action was very much appreciated by its employees.

### **Packard Motor Car Company Recognizes the Value of Health**

The Packard Motor Car Company is giving increased attention to the health of its employees. There is a staff of three physicians and five nurses constantly available for medical attention.

### **A Splendid Preparation for American Citizenship**

The Commonwealth Edison Company of Chicago recently graduated at its Fisk Street Station 38 foreign-born laborers in the subjects of English and Civics. These courses were given as a prelude to citizenship. Most of the graduates of the class were considerably above the high school age. The majority of the graduates were not American citizens, but have taken their training as a necessary preparation for citizenship.

## **DIRECTORY OF LOCAL CHAPTERS**

### **Chicago Chapter**

W. S. MACARTHUR, Chairman.  
Armour and Company.  
F. E. LOOMIS, Secretary-Treasurer.  
Merchants Loan & Trust Co.

### **Philadelphia Chapter**

MONT H. WRIGHT, Chairman.  
John B. Stetson Co.  
WILLIAM C. ASH, Secretary-Treasurer.  
Philadelphia Trades School,  
17th and Pine Streets.

### **Pittsburgh Chapter**

P. E. WAKEFIELD, Chairman.  
Carnegie Steel Company, Duquesne, Pa.  
I. B. SHOUP.

Westinghouse Elec. & Mfg. Company, East Pittsburgh, Pa.

### **Western New York Chapter**

H. E. PUFFER, Temporary Chairman.  
Larkin Company, Buffalo, N. Y.  
LADSON BUTLER, Temporary Secretary.  
Yawman & Erbe Mfg. Company, Rochester, N. Y.

### **New York City Chapter**

A. S. DONALDSON, Chairman.  
R. H. Macy & Company.  
JOHN F. KELLY, Secretary-Treasurer.  
The New York Edison Company.

## **ORGANIZATION OF SUB-COMMITTEES**

### **Organization and Administration**

DR. LEE GALLOWAY, Chairman.  
New York University, New York, N. Y.

### **Duties:**

To determine the best methods of organization of educational work as a function of management in typical instances.

### **Continuation Schools**

DR. PAUL KREUZPOINTNER, Chairman.  
1400 Third Avenue, Altoona, Pa.

### **Duties:**

To study the application of the Smith-Hughes Vocational Ed-

ucational Law and other continuation school developments and report the progress of each.

### **Methods of Instruction**

MR. J. K. BRUGLER, JR., Chairman.  
Western Union Telegraph Company, New York, N. Y.

### **Duties:**

To suggest courses of reading and study in the technique of methods of instruction with suggestions showing their special application to different types of corporation schools.

### **Public Education**

MR. C. E. SHAW, Chairman.  
Dennison Manufacturing Company, Framingham, Mass.

**Duties:**

To determine how fully the Public School System of the United States is meeting the educational and training requirements of modern business and industry and study ways and means for a closer co-ordination where such can be applied without interference with the broader purposes of public education

**Health Education**

DR. F. S. CRUM.

The Prudential Insurance Co. of America, Newark, N. J.

**Duties:**

To codify the principal sources of sickness, death and injury in the industries of the United States and to suggest remedies.

**Personnel Relations in Industry**

MR. C. R. HOOK, Chairman.

American Rolling Mill Company, Middletown, Ohio.

**Duties:**

To determine how best to classify "personnel relations" in industrial institutions and to suggest the form of organization best adapted for the handling of this problem.

**Section I—Employment**

MR. BURR A. ROBINSON, General Chairman.

United States Rubber Company, P. O. Box 143, New Haven, Conn.

**Duties:**

To continue the study of Labor Turnover from the development as given in the Confidential Report No. 1 with special attention to such methods for accounting by which the cost of labor turnover may be determined.

**Section II—Psychological Tests and Results Secured from Such Tests**

DR. HENRY C. LINK, Chairman.

Winchester Repeating Arms Company, New Haven, Conn.

**Section III—Job Analysis**

MR. HARRY A. HOFF, Chairman.

55 Liberty Street, New York, N. Y.

**Section IV—To Study and Determine the Proper Relationship that should be Maintained Between the Employment Division and the other Departments of an Industrial Institution**

MR. JOHN C. BOWER, Chairman.

Westinghouse Electric & Manufacturing Company, East Pittsburgh, Pa.

**Duties:**

Indicated by the title of each of the last three sections.

**Marketing**

MR. JOHN MCLEOD, Chairman.

Carnegie Steel Company, Pittsburgh, Pa.

**Duties:**

To determine what are the vital factors in Marketing and what are the elements of Efficiency that are lacking in present day methods.

**Office Work Training**

MISS HARRIET BAKER, Chairman.

130 East 15th Street, New York, N. Y.

**Duties:**

To determine under what conditions is organized training for office boys, clerks, and stenographers advisable.

**Technical Training**

MR. A. B. BENEDICT, Chairman.

Goodman Manufacturing Company, Chicago, Ill.

**Duties:**

To continue the study of how employers of technical graduates can best co-operate with technical schools.

**Executive Training**

DR. E. B. GOWIN, Chairman.

126 W. 85th St., New York, N. Y.

**Duties:**

To continue the study of how employes may be trained for executives.

**Trade Apprenticeship**

MR. E. E. SHELTON, General Chairman.

R. R. Donnelley & Sons Company, Chicago, Ill.

**Section I—Railroads**

**Duties:**

To continue the study of the development of desirable apprentices in Railroad operation.

**Section II—Manufacturing**

MR. R. F. CAREY, Chairman.

Westinghouse Electric & Manufacturing Company, Lester, Pa.

**Duties:**

To ascertain under what conditions and to what extent is apprentice instruction desirable in a manufacturing plant.

**Section III—Steel and Iron**

Mr. C. E. STRAIT, Chairman.  
American Rolling Mill Company, Middletown, Ohio.

**Duties:**

To ascertain in what divisions of a steel mill it is desirable to develop apprentices and methods to be employed in training apprentices.

**Skilled and Semi-Skilled Labor**

Dr. A. J. BEATTY, Chairman.  
American Rolling Mill Co., Middletown, Ohio

**Duties:**

To recommend standard educational programs for developing skilled and semi-skilled workers.

**Unskilled Labor and Americanization**

Mr. J. E. BANKS, Chairman.  
American Bridge Company, Ambridge, Pa.

**Duties:**

To determine the best methods for Americanization of foreign born and to continue the study of methods of teaching English to the foreign born.

**Class—"A" Members**

AMERICAN AGRICULTURAL CHEMICAL COMPANY, New York, N. Y.	MR. MYRON S. HAZEN
AMERICAN BRIDGE COMPANY, Pittsburgh, Pa.	MR. J. E. BANKS
AMERICAN HARD RUBBER COMPANY, New York City	MR. S. H. REYNOLDS
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THE ATLANTIC REFINING COMPANY, Philadelphia, Pa.	MR. J. D. GILL
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BURROUGHS ADDING MACHINE CO., Detroit, Mich.	MR. F. H. DODGE
A. M. BYERS CO., Pittsburgh, Pa.	MR. C. L. JAMISON
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THE CHASE NATIONAL BANK, New York, N. Y.	MR. ROBERT G. ROBERTS
THE CLEVELAND-CLIFFS IRON COMPANY, Ishpeming, Mich.	MR. W. H. MOULTON
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COMMONWEALTH EDISON COMPANY, 72 W. Adams St., Chicago, Ill.	MR. FRED R. JENKINS
COMMONWEALTH STEEL COMPANY, St. Louis, Mo.	MR. ARTHUR T. MOORE
CONSOLIDATED GAS CO. OF N. Y., 4 Irving Place, New York City	MR. C. R. LAMMANT
CONSOLIDATED GAS, ELECTRIC LIGHT & POWER CO. OF BALTIMORE, Baltimore, Md.	MR. DOUGLAS BURNETT
THE CROCKER-WHEELER COMPANY, Ampere, New Jersey	MR. C. W. CAMP
THE CURTIS COMPANY, INC., Clinton, Iowa	MR. C. D. PERRIN
DEERE & COMPANY, Moline, Ill.	MR. A. P. WEBSTER
DENNISON MANUFACTURING CO., Framingham, Mass.	MR. C. E. SHAW
DODGE MANUFACTURING CO., Mishawaka, Ind.	MR. MELVILLE W. MANN
DURHAM HOSIERY MILLS, Durham, N. C.	MRS. W. W. SHAW
R. R. DONNELLEY & SONS COMPANY, Plymouth Place, cor. Polk, Chicago, Ill.	MR. T. E. DONNELLEY
THE DOW CHEMICAL COMPANY, Midland, Michigan	MR. L. G. MORRELL
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EASTERN MANUFACTURING COMPANY, Bangor, Me.	MR. C. K. HATFIELD
EASTMAN KODAK CO., Rochester, N. Y.	MR. P. W. TURNER
ELLIOTT-FISHER COMPANY, Harrisburg, Pa.	MR. W. R. BUSCH
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W. R. GRACE & CO., New York, N. Y.	MR. PAUL C. HOLTON
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HABIRSHAW ELECTRIC CABLE COMPANY, INC., Yonkers, N. Y.	MR. J. W. SNEYD
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